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ITEM 8:* THE ENVIRONMENT FUND, OTHER FINANCIAL MATTERS AND ADMINISTRATION

REVIEW OF THE ORGANIZATION AND MANAGEMENT OF THE UNITED NATIONS ENVIRONMENT PROGRAMME

Note by the Executive Director

1. The Executive Director has the honour to transmit herewith to the Governing Council the executive summary of the management and organization study of UNEP prepared pursuant to Council decision 16/6 of 31 May 1991. The management consultancy firm that prepared both the full report and the attached summary has informed the Executive Director that the summary:

> "Follows the style of the full report in that it encompasses the conclusions of the initial report prepared in January 1992 modified where appropriate and the results of our assessment of Agenda 21 and other changes that have taken place in 1992. Inevitably, however, in a document of this brevity much of the argument we used in reaching our conclusions together with the more detailed recommendations have been omitted and are only to be found in the full report."

2. As agreed with the Committee of Permanent Representatives, the UNEP secretariat is distributing the full study in English only.

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* Refers to the number of the item on the Provisional Agenda (UNEP/GC.17/1).

Annex

UNEP's Management and Organisation - Executive Summary

101. In this summary we have adhered to the structure of our full report dated 2 February 1993. The key findings are set out under the following headings.

UNEP's programme

102. Sixteen of the forty chapters in Agenda 21 reinforce the role of and requirements from UNEP. In our full report we analyse in some detail the implications of Agenda 21 for each of UNEP's programme areas. The key points are noted below.

103. The further development of Earthwatch is vital. Special points of note are the possibility of creating an early-warning system, the potential for an advisory intergovernmental steering group for Earthwatch, with risk assessment included in its mandate, and opportunities for strengthening the technical assistance component of Earthwatch, particularly in the area of training and institution-building.

104. UNEP should maintain the emphasis on the development of international environmental treaties, conventions and other agreements whether at global or regional level - and build a capability to assist developing countries with environmental legislation and institutional frameworks including the provision of appropriate financial and technical assistance.

105. UNEP should also build up its own intellectual capacity in environmental impact assessment, social cost-benefit analysis, environmental and natural resources accounting and integrated physical planning, and seek to incorporate these aspects of environmental management in its own programmes of assistance to developing countries, including training programmes for administrators and development planners.

106. We believe that there are specific environmental skills and competencies, where UNEP has already a considerable actual capacity and an even larger future potential. UNEP should be in a position to place that capacity at the service of the countries who need it in whatever region of the world, i.e., in both developed and developing countries.

107. UNEP's ability to get at the sources of environmental damage, either directly through its own activities and programmes, or through cooperating and supporting organizations, should be strengthened. Attention should be focused on technical innovation and diffusion, which will be a critical determinant of the pace and character of future economic growth. UNEP's Industry and Environment Programme Activity Centre (IE/PAC) and the International Environmental Technology Centre will play an important role in this area. In the field of agriculture and forestry we stress the need to support programmes such as the Programme on Sustainable Agriculture and Rural Development of the Food and Agriculture Organisation of the United Nations (FAO) and the Tropical Forestry Action Plan, and to support efforts to achieve an international convention on the conservation and sustainable development of forests. With the exception of the International Atomic Energy Agency (IAEA) in the case of nuclear energy, no United Nations body has a global remit for energy-related environmental problems and we believe that UNEP should collaborate actively with the IAEA/OECD initiative to establish an energy technology information system, aimed at the control of greenhouse gas emissions. In our full report we stress the need for UNEP, in cooperation with other United Nations

agencies, to devote increased attention to transport issues, in view of the major contribution of the transport sector to urban air pollution and other gaseous emissions. UNEP should also continue to press for full implementation of conventions such as the International Convention for the Prevention of Pollution from Ships (MARPOL), aimed at the protection of the marine environment.

108. We believe that the strengthening of UNEP's regional offices is a matter of outstanding importance, particularly if UNEP is to perform effectively the tasks of technical cooperation for improved environmental management in which it has a special interest and capability.

109. A recurring theme in our report is the need to strengthen UNEP's capacity to assist countries with their own environmental programmes. There are areas where the assistance UNEP can provide to countries may make a vital difference in helping that country to move forward on the path to sustainable development. We believe that the emphasis on this kind of technical assistance must be maintained and, if possible, substantially increased. These latter recommendations may result in some reassessment of the location of UNEP's resources and staff.

Present and proposed funding arrangements

110. There are two issues of concern in relation to the present funding arrangements. They are the low level of funds available and the uncertainty in funding.

111. The implications of Agenda 21 for UNEP are such that it would be desirable for UNEP's resource base, including funding, to be significantly enlarged and reshaped over the coming years. We recognise, however, that significant financial commitments to the environment and sustainable development activities have not, as yet, been forthcoming. The clear impact of this on UNEP is that much attention will have to be given to the realistic setting of priorities within the programme areas so that the maximum benefit is obtained from the available funds.

112. Uncertainty in UNEP's funding arises from the high proportion of voluntary contributions. Appropriations from the Environment Fund, approved by the Governing Council, do not represent firm commitments of amounts to be contributed by governments. Variations in contributions by governments have been marked in recent years. In addition, the timing of funding remains uncertain, and the flow into the Environment Fund continues to be variable.

113. This uncertainty in funding leads to a tendency towards short term programme planning. Expenditure is rarely committed to programmes more than a year ahead, and many staff are on contracts of two years or less.

114. The current trend in favour of contributions via trust funds and counterpart contributions is a result of governments' desire to control where their contributions to UNEP are spent. However this reduces UNEP's scope to make expenditure decisions and may distort the emphasis of UNEP's programme. Consideration should be given to merging the technical cooperation trust funds in order to rationalise the sources of funding and to reduce administrative burdens.

115. In the light of UNCED, we are convinced that there is a strong case for moving towards assessed contributions as a source of finance for UNEP's core programme. We recognise that not all parties are as yet convinced of the desirability of such a move and we believe that UNEP Governing Council

should therefore give renewed consideration to the question of UNEP's funding arrangements. Clearly, if a political consensus cannot be reached and it is necessary to continue with a primarily voluntary basis, the Governing Council should be asked to consider afresh, a process whereby pledges can be made at a much earlier date.

116. If the reforms we suggest to UNEP's funding arrangements were introduced, the case for discontinuing the contribution to UNEP from the United Nations' regular budget would be strong on institutional grounds as well as permitting major simplifications in budgetary procedures. We believe that there is a strong case for handling UNEP's budget as a single integrated whole.

Management and structure

117. The appointment of the new Executive Director, combined with a number of forthcoming retirements at senior levels provide an unusually strong opportunity for change. A change-management programme for UNEP would need to reflect the management style of the new top team and the extent to which delegation of authority is practicable, within a framework of clear accountability.

118. We believe that UNEP would benefit considerably from the development of an organisational vision. Such a vision tends to describe the core values, beliefs and moral principles of the organisation. It should be simply expressed, represent an aim to be achieved in the long term, and provide a yardstick by which to judge future performance. UNEP's top management team should involve a number of staff in this process, through workshops and setting up task force teams. Benefits of such an approach are that it acts as an impetus for securing fundamental and lasting change.

119. UNEP's mission statement will need to be underpinned by a set of goals and objectives that are factual, tangible and measurable. These objectives can then be cascaded down to each organisational level through the process of defining outputs and performance targets.

The recommended programme structure

120. The outcome of UNCED and priorities defined in Agenda 21 need to be reflected in UNEP's organisation structure. Our proposals clearly separate accountability and reporting relationships from the functional linkages. The structure shows clear accountability for each component of the programme, and links between resources (both financial and human) and performance targets. In order to achieve this level of clarity we recommend that organisational units have clear budgets.

121. We recommend that all programme units in the new organisation structure have equal status and are managed in a way similar to the existing PACs. This will mean that a number of smaller PACs will need to be merged, particularly in Earthwatch where there are currently a large number of small PACs. In other areas of the programme new PACs will need to be set up, replacing the previous branches.

122. After reviewing in detail various organisational options, we recommend that the new organisation structure should have the following characteristics:

- An Executive Director (at USG level) with a streamlined Office of the Executive Director and a small public relations unit;

- A Deputy Executive Director (at ASG level) who also heads up UNEP's programme. We envisage that a Policy and Coordination Unit should be set up to support the Deputy Executive Director in his role as coordinator of UNEP's programme;

- Two main divisions for the substantive programme, (each headed up by an Assistant Executive Director at D-2 level); Programme area A - Natural Environment, and Programme area B - Social Environment;

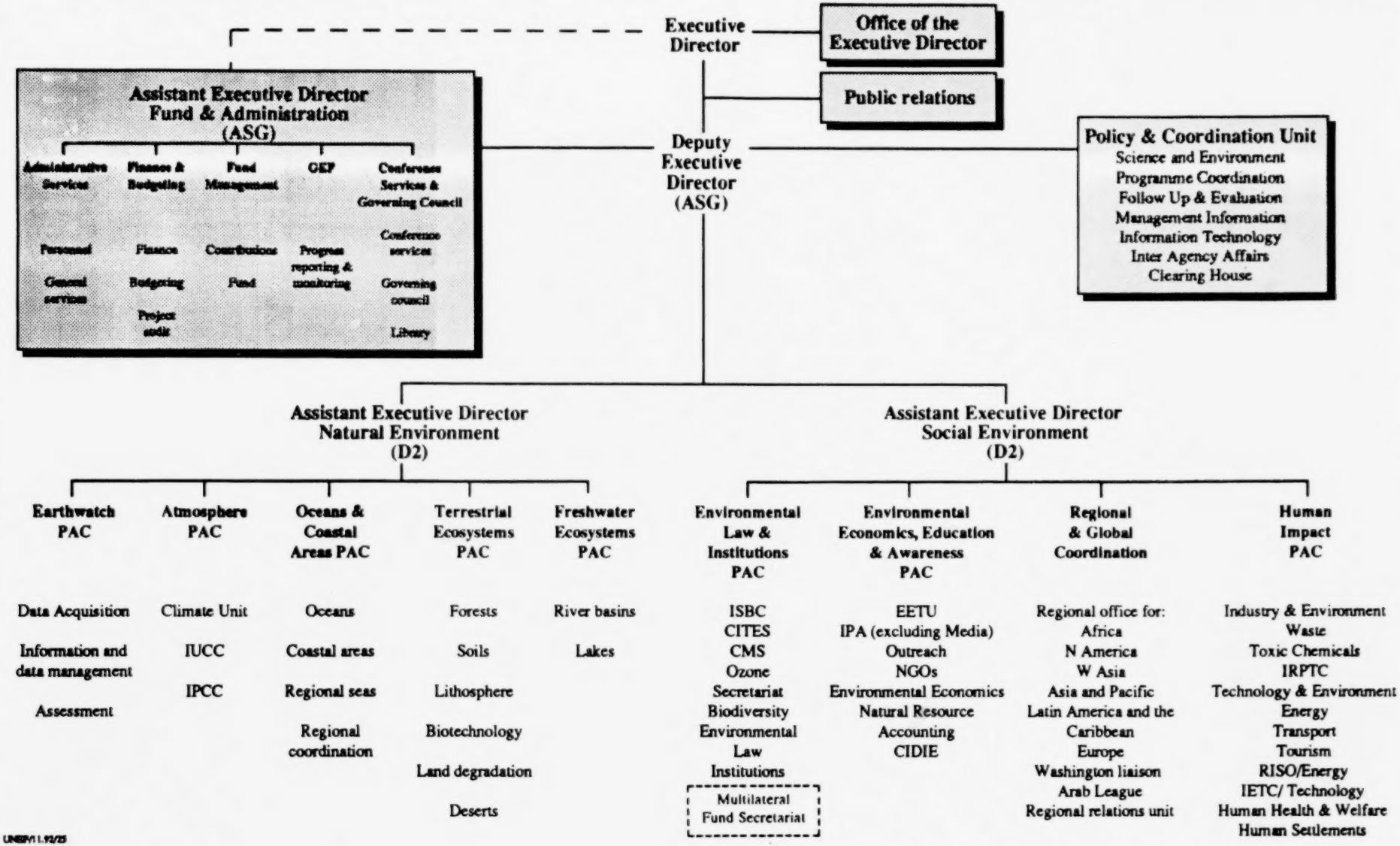
- An Assistant Executive Director (preferably at ASG level) for Fund and Administration. The functions carried out would include; administrative services - including personnel and general services functions, finance and budgeting, fund management, monitoring and progress reporting on the Global Environment Facility and Conferences and Governing Council Service - including the management of UNEP's library.

123. Programme area A would include five main organisational units or PACs covering the core environmental media - atmosphere, oceans, freshwater and terrestrial ecosystems, as well as the assessment component, Earthwatch. Programme area B would be comprised of four organisational units, one covering regional and global coordination and three which would form PACs covering supporting measures - law and institutions, economics, education and awareness raising, as well as the human impact components of the programme.

124. Figure 1 overleaf shows the top level recommended organisation structure. We envisage that each of the programme units would be managed as a PAC, with the exception of regional and global coordination. The regional and liaison offices would themselves each comprise a small PAC, with separate budgets, performance targets and accountabilities.

Recommended Organisation Structure

Figure 1



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125. We gave particular consideration to the role of the regional offices in our review of UNEP's organisation structure. We have included "Regional and Global Coordination" under the Social Environment Division because many of the activities of regional offices are closely linked with components of the social environment programme. In addition, the arrangement facilitates transfer of resources between headquarters functions and regional offices within the social environment programme, and so enabling UNEP to respond more quickly to changes in emphasis at a regional and country level. If in the future, dispersion of UNEP's activities takes place resulting in enhancement of regional activities there may be a strong case to evolve the structure and form a separate regional framework.

126. Financial planning and budgeting activities are currently undertaken jointly between the programme areas and the Office of Environment Fund and Administration, only at the highest levels. We recommended the transfer of fund management officers and personnel officers to the programme areas to facilitate the process of pushing responsibility for financial and human resource planning and budgeting down to the appropriate organisational units.

127. We recognise that UNEP is at an early stage in responding to UNCED and in the introduction of a new management style. We also recognise that the organisation structure will need to evolve, over perhaps the next biennium according to priorities and as a critical mass of resources is built up in key areas. We would therefore anticipate that modifications will need to be made to these proposals by the Executive Director and that it is likely that further modifications will be needed during 1994.

Planning, budgeting and audit

128. Against the background of decisions made at UNCED and the likely change in the format of SWMTEP, there is a good opportunity for UNEP to improve its planning and budgeting procedures and the presentation of its planning and budgeting documents submitted to the Governing Council. At present UNEP's current programme and budget document does not give a complete view of the activities of the organisation; it does not include all the sources of funds; there is no way of telling when or even whether the monies indicated will be available. We have, therefore, recommended major changes in the planning and budgeting process.

129. In view of the time required to prepare the programme and budget documents, our proposed changes, if agreed, will have to be implemented after the next Governing Council. Nevertheless, we think it might be helpful for the Governing Council to agree to a new format, which could be presented as a 'mock up' at its seventeenth session.

130. In order to achieve an overall budget, UNEP needs to modify its planning process and to develop a budget format which reflects the organisation structure. With reference to the recommended organisation structure shown in figure 1, the overall budget would therefore have three key components:

- PAC costs - relating to each of the programme activity centres under the AED (Natural Environment) and the AED (Social Environment). Budgeted costs of PACs would be divided into disbursements to supporting and cooperating agencies for external projects, and the remaining direct costs of PACs - primarily

staff costs and internal projects. PAC costs would be equivalent to the current Fund programme activities budget, together with environmental programmes within the PPSC budget - the "programme of work" in UNEP terminology.

- Administrative costs - relating to the AED (Fund and Administration) and the organisational units reporting to him - with the possible exception of Conference Services which it may be feasible to charge out to users. Administrative costs would correspond to "programme support" using UNEP terminology.

- Central management costs - relating to the Office of the Executive Director, public relations, the Deputy Executive Director, the Policy and Coordination Unit, the AED (Natural Environment) and the AED (Social Environment). Taken together, the budgets for administrative costs and central management costs would replace the current PPSC budget.

131. The budgeting procedure at UNEP would then be as set out in figure 2. Under the proposed process, the Executive Director would have the ability to move 20% of the budget between the total costs of each PAC and have full powers of virement on individual expenditure lines. These powers may be delegated by the Executive Director as appropriate.

132. It is desirable for management information purposes, to report the source of funds used by PACs and administrative and central management units, and to identify costs by their function or object of expenditure. To achieve such reporting, transactions should be coded for recording in UNEP's system identifying source of funds, organisational unit and functional cost classification. The allotment and project ledgers at UNEP, which have a three alpha digit and eight numeric digit code structure (for example "ABC 12345678") may be able to accommodate this coding with modifications to the system currently in operation.

133. The introduction of such a planning, programming, budgeting and reporting system would cover more than 90% of UNEP's activities leaving the UN regular budget to provide the funds for a small central secretariat, Conference Services and Governing Council. We believe, however, that in the longer term, UNEP should consider dispensing with the regular budget - the procedures for this budget are complex but dictated by the UN Budget Division. The results of the UN regular budget exercise should be reported to and noted by the Governing Council only - as no decision is required.

Figure 2

RECOMMENDED BUDGETARY PROCEDURES

Process	Accountabilities	Output
▪ Preparation	▪ Programme heads and fund managers, heads of organisational unit	▪ Draft the budgets - disbursements - coordination and implementation costs
▪ Preliminary prioritisation	▪ Senior management group in consultation with programme heads	▪ Division into priority and non-priority groupings
▪ First review	▪ Senior management group	▪ Results fed back to heads of organisational units
▪ Second draft	▪ Programme heads and fund managers, heads of organisational units	▪ Final draft budgets incorporating amendments of senior management group
▪ Second review	▪ Senior management group	
▪ Prioritisation	▪ Senior management group	▪ Amended budgets agreed
▪ Overall budget	▪ Executive Director	▪ Priority ranking of budgets
▪ Budget monitoring	▪ Heads of each organisational unit and senior management group	▪ Final budget presented to UNEP Governing Council
		▪ Cost reports produced

Human resources management

134. Our review of UNEP's human resource management was wide ranging and the results are set out in our full report. In this summary we have outlined those areas in which action is needed most urgently.

135. UNEP was set up in 1972 as a "small secretariat" of the United Nations, with the intention that the costs of the secretariat and those of servicing the Governing Council would be borne by the regular budget of the UN. All other employees were to be funded by voluntary contributions. The current position is somewhat different. For example, 75% of the posts in the Conference Services and Governing Council are funded by voluntary contributions. We believe UNEP should urgently review the rationale behind the allocation of posts funded from the regular budget. Furthermore, UNEP needs to define its core activities and put in place mechanisms to gain more secure funding in these areas.

136. We identified a number of issues relating to the nature of employment contracts in UNEP. The percentage of staff on fixed term contracts (most of which are of one or two years) has increased during the last year. We believe that all staff carrying out UNEP's core activities should be eligible for longer fixed term contracts of say up to five years, and ultimately eligible for permanent positions (subject to probation and performance) with career development opportunities. UNEP should continue to offer fixed term contracts only to staff in small or short-term projects and those employed to meet temporary needs.

137. We also made recommendations for improvements to the process for creation and deletion of posts. We recommend posts should be approved within a single integrated budget and so eliminate the need for separate approval of posts under each type of funding. Appointments and promotions, and the creation and deletion of all posts within this integrated budget should be within the control of the Executive Director.

138. Other areas where potential for improvement was identified included human resource planning, recruitment and promotion procedures, performance management systems and training and development. We also comment on employment practices and procedures, in particular the need for modifications to disciplinary procedures to enable the senior management of UNEP to reprimand, retrain and if necessary dismiss staff without the need to refer to the UN in New York in every instance. We suggested that the Governing Council should request the Executive Director to submit for their approval a compendium of staff rules, conditions of service and disciplinary procedures, which although modelled on UN standards should be specifically tailored to UNEP's needs.

139. We recommend that the Personnel Section in UNEP needs to be upgraded, and that emphasis should be placed on the provision of personnel services to line managers in UNEP. We believe that personnel services should be decentralised with only a core of staff remaining in the central Personnel Section. Professionally qualified personnel officers should be located in the larger PACs or at divisional level.

140. The role of these personnel officers should include the provision of advice on a range of human resource management services including recruitment, promotion and performance evaluation for their PAC or Division and working with managers to prepare a human resource plan and budget as part of the overall budgeting process. The role of the central Personnel Section should be to develop and implement human resources strategy and policy, to coordinate the preparation of human resource plans and

recruitment. In addition they would provide training services, act as a centre of expertise on complex matters such as pensions and oversee the decentralised services.

Communications

141. A contract for a local switch (a PABX) with enhanced facilities has been signed and will come into use with UNEP's move to new buildings on the Gigiri site. The next urgent need for UNEP is to improve international communications.

Voice telephone, facsimile and messaging

142. We believe that a focused demand analysis of the international traffic pattern is required in order to determine the pattern of today's (constrained) traffic as well as the future (unconstrained) traffic. An investigation of potential short term solutions will then need to be carried out, which should focus on KPTC's facilities. Options could include improved routing of traffic from the UN complex directly into KPTC's international gateway, a microwave link to replace land lines between the new PABX and KPTC's international gateway, or a special routing, numbering and potentially dedicated network capacity on links to the USA. Taking into account results of the demand analysis, the potential of longer term solutions will need to be assessed.

143. In addition, solutions for electronic messaging will need to be reviewed, including the potential of e-mail, and high speed facsimile (Group 4 fax) to cater for document transfer requirements.

Data communications and videoconferencing

144. There are a range of potential solutions to meet UNEP's data communication requirements. These include MERCURE (requiring potential capital investments of $10-$15 million), a UN specified package of solutions, or some other. In view of the potential investment, it is important for UNEP to undertake an in-depth analysis of its data requirements to establish a clear understanding of the type of services UNEP needs, the current traffic volumes and likely growth, and perhaps most importantly, the relative priority of the various requirements. Based on the results of the needs assessment, UNEP should be in a position to investigate potential solutions.

145. We also recommend that UNEP should investigate potential applications of desktop videoconferencing. These facilities could have substantial benefits in reducing travel costs and demands on the time of UNEP's key staff. Costs of videoconferencing equipment are now about $5,000 for desktop video of acceptable quality, and can be used via a modified personal computer. Also, low capacity lines (equivalent to 2 digital telephone circuits) would usually be adequate for the equipment.

Administrative services and management information systems

146. In our judgement, there is scope for improvement in the way that staff carrying out administrative and secretarial roles are managed, and a higher level of output could be achieved through tighter management and control. Considerable efficiency improvements could be achieved by the application of modern management techniques and the use of up to date information technology based systems. Such improvements could be realised through the use of computerised management information systems in the registry, mail and pouch services and the transport fleet.

147. Costs should be recharged to programme areas where they can be sensibly allocated. This will create efficiency incentives, e.g. for programme area staff to look elsewhere for services or to make more effective use of the internal administration function. This practice should cover such areas as transport, visas and shipping services.

148. International travel is subject to extremely cumbersome approval arrangements. We believe that the only effective solution is to devolve responsibility for such approvals to cost-conscious budget holders, while applying sanctions to budget holders and staff who abuse the system.

149. The increasing use of IT in UNEP is creating a growing recognition of the need for integration. The UN worldwide has adopted an Integrated Management Information System (IMIS) which should be implemented in UNEP in 1994. However, IMIS will cover only finance and personnel and as such is clearly not a complete management information system.

150. We therefore consider that UNEP should carry out a comprehensive management information strategy study to assess future information needs. The study would involve an assessment of the contribution which IT might make to UNEP's operations and determination of appropriate performance indicators and management information needs both in the short and medium term. The study will need to identify how far such needs are met by existing systems or planned developments, in particular IMIS. A specification of user requirements should be drawn up as a basis for hardware and software selection. The preferred computer systems could then be identified, and an implementation plan prepared, setting out timescales and outputs.

151. The study would require input from both experienced IT professionals and the senior management of UNEP, possibly with external assistance. In order to drive the work forward, we consider that UNEP's IT steering committee needs to be revamped, with new terms of reference.

Future institutional arrangements

152. The conclusions of UNCED and the subsequent developments as far as institutional and coordination questions are concerned have important implications for UNEP. We have set out in our report some of the areas where such change is in our view necessary and inevitable.

153. We made a number of recommendations relating to the role of UNEP's Governing Council. We believe that UNEP's governing body should be enlarged so as to be open to all the members of the United Nations or its specialised agencies. In our view, the enlarged Governing Council should meet every two years, to determine the policies and programmes of UNEP and to adopt UNEP's biennial programme and budget. UNEP should have an Executive Board with a more restricted membership which would meet in between sessions of the Governing Council, once or perhaps twice a year. The primary responsibility of the Executive Board would be to supervise the execution of UNEP's programme and budget as adopted by the Governing Council. The membership of the Board would, as is normal with UN bodies, be determined by the parent body, i.e. the Governing Council, the number and regional distribution of members being specified.

154. In the case of some UN agencies, for example the WHO, IAEA and the World Bank, the governing body meets on an annual basis. If it was decided that the UNEP's Governing Council should meet annually, rather than biennially (as we understand is now under consideration), we doubt whether there would be a need for an Executive Board.

155. We recognise the political sensitivities associated with the question of UNEP's funding and that the issue of financial resources is at the heart of the UNCED debate. However, we believe that the Governing Council should reconsider UNEP's funding arrangements, with a view to achieving a position whereby the "core programme" of the organisation should be financed on the basis of assessed contributions.

156. We see a continued important role of voluntary contributions to the UNEP budget, so as to cover the supplementary programme. In order to determine accurately the size and scope of this supplementary programme, we believe that voluntary donors should give clear and bankable pledges as to the amounts they are ready to commit to UNEP.

157. In our view the Committee of Permanent Representatives should continue to play an important role in liaison between UNEP's legislative bodies and its staff during inter-sessional periods. We suggested that a progress report by the Executive Director on a quarterly basis to a formal meeting of the CPR, and the introduction of an annual programme of ad hoc briefings by UNEP's senior management should be considered. We also recommended that the country holding the presidency of the Governing Council should normally serve as the chairman of the Committee of Permanent Representatives; the same provisions would apply to the vice-president, etc.

158. The institutional changes proposed are tantamount to giving UNEP the status of a UN agency. In essence, we are arguing for a transformation in UNEP's status that reflects better its present role and activities, as well as enhancing the part which the organisation could potentially play in the post UNCED framework.

159. In practical terms, the best way forward may well be for governments to propose a new comprehensive General Assembly resolution on the future of UNEP. Such a resolution could restate and as necessary redefine UNEP's mandate on the basis of the specific language used in chapter 38 of Agenda 21 (paragraphs 38.21-23), specify membership of UNEP's Governing Council as being open to all members of the United Nations or its specialised agencies, specify the membership of an Executive Board which would meet in between sessions of the Governing Council and define the role of the UNEP's legislative bodies and subsidiary bodies - for example the proposed single Programme and Budget Committee. In the context of UNEP's management and organisation the resolution would also need to define the role of the Executive Director as a legal entity along the lines already laid down in the GA resolution 2997 (XXVII) and of UNEP's staff, outline the basic organisational structures, including regional offices, establish a sound long-term financial basis, involving both assessed contributions and a system of "negotiated pledges", and define a new integrated budgeting and programming procedure.

160. The forthcoming 48th session of the General Assembly would therefore have to consider a new resolution on the future of UNEP, adopted by the next session of UNEP's Governing Council. Given the tightness of this schedule, we believe that it would make sense for interested governments, and of course UNEP itself, to consider these points as a matter of urgency so that drafts of relevant texts can be prepared for adoption by the Governing Council at its next session.

Action plan

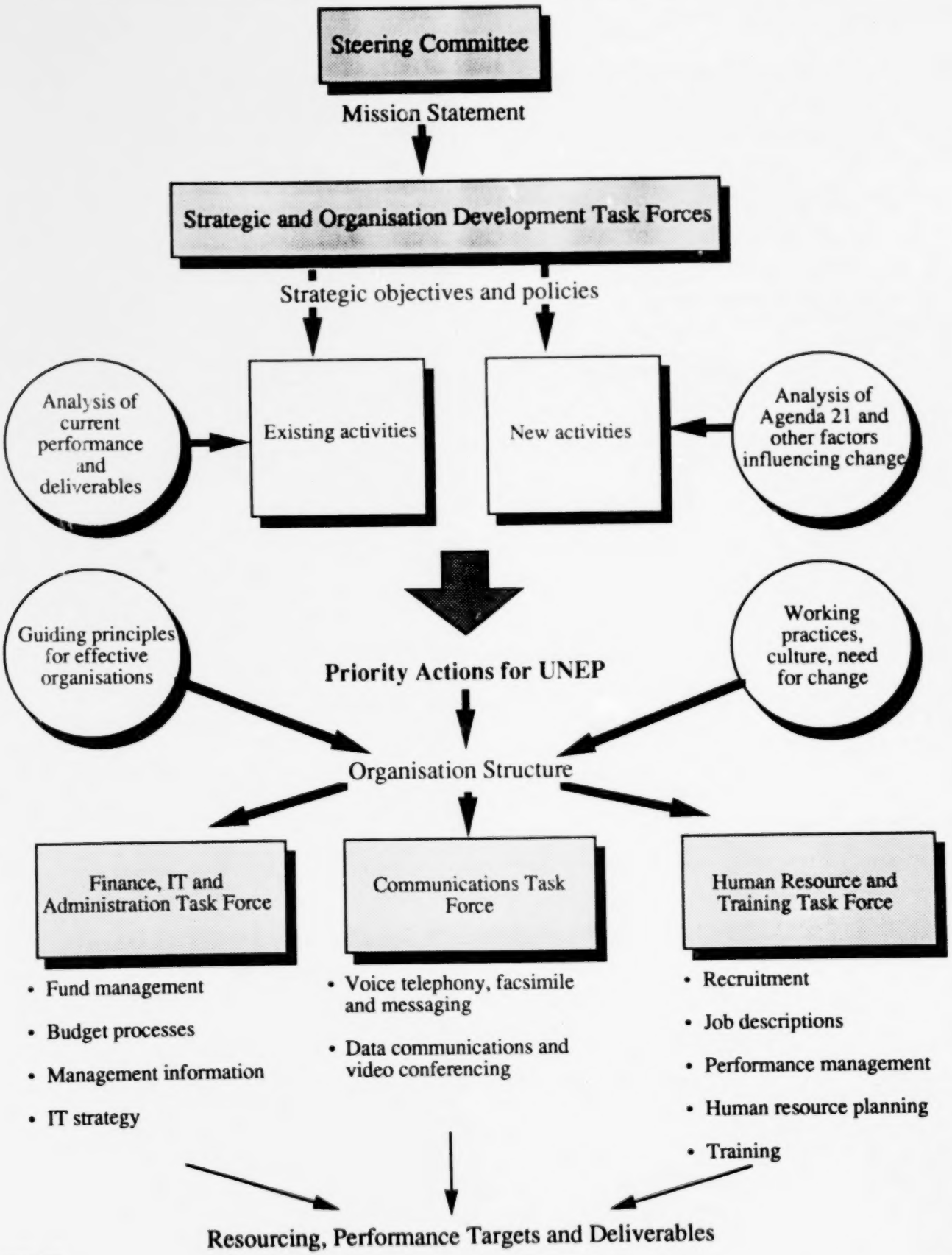
161. We have made a number of recommendations, some of which require early action at the intergovernmental level within the context of preparations for GC 17. Others are within the authority of UNEP to implement and relate to the management and operation of UNEP itself. We believe that a comprehensive action plan to cover each of these areas should be developed.

162. We suggest that a steering committee should be formed by the top management team, chaired by the Executive Director, to oversee the change-management process, and that a small number of task force teams are formed to address the key issues we have identified. The task force teams would report to the steering committee.

163. Preparation of a mission statement needs to be a priority action of the steering committee and involve members from all the task force teams. UNEP's mission can then be cascaded down into strategic objectives, policies and organisational processes. The process of organisational development is shown in figure 3, which sets out the interlinkages between the action plans of the steering committee and task force teams.

The Process of Organisational Development

Figure 3


Steering Committee
Mission Statement
Strategic and Organisation Development Task Forces
Strategic objectives and policies
Analysis of current performance and deliverables
Existing activities
New activities
Analysis of Agenda 21 and other factors influencing change
Guiding principles for effective organisations
Priority Actions for UNEP
Working practices, culture, need for change
Organisation Structure
Finance, IT and Administration Task Force
Communications Task Force
Human Resource and Training Task Force
• Fund management
• Budget processes
• Management information
• IT strategy
• Voice telephony, facsimile and messaging
• Data communications and video conferencing
• Recruitment
• Job descriptions
• Performance management
• Human resource planning
• Training
Resourcing, Performance Targets and Deliverables

164. We envisage that membership of the task force teams would vary according to the needs of the action plan, with specialists and external advisors being brought in as required. Each team should, however, have a permanent core of people who are held responsible for progress and for achievement of deliverables against plans.

165. Specific action plans with defined targets should be drawn up for each task force team. The key components of these action plans will of course, form the basis of the Executive Director's own priority actions for UNEP to be presented to the Governing Council's seventeenth session. The steering committee will need to monitor progress against these action plans regularly, to ensure that the changes are realised early and in full.

166. We suggest that four task teams should be formed initially, comprising:

TF1 - Strategic and organisation development team
TF2 - Human resources and training team
TF3 - Finance, IT and administration team
TF4 - Communications team.

We have provided a brief summary of the principal focus of each task force team in our full report.

Acronyms

AED	Assistant Executive Director
ASG	Assistant Secretary General
CGCS	Conferences and Governing Council Service
CPR	Committee of Permanent Representatives
DED	Deputy Executive Director
FAO	Food and Agriculture Organisation of the UN
FMO	Fund Management Officer
GA	UN General Assembly
GC	UNEP's Governing Council
IAEA	International Atomic Energy Agency
IMIS	Integrated Management Information System
IT	Information technology
KPTC	Kenya Post and Telecommunications Corporation
MARPOL	International Convention for the Prevention of Pollution from Ships
MIS	Management information system
OECD	Organisation for Economic Co-operation and Development
PAC	Programme activity centre
PPSC	Programme and programme support costs
SWMTEP	System-wide medium-term environment programme
UNCED	United Nations Conference on Environment and Development
UNEP	United Nations Environment Programme
WHO	World Health Organisation